

Comments and Recommendations

Instructional Services Branch

(Support Staff)

Comments:

1. The activities of this Branch include the OTR library services; the editing and reproduction of OTR training publications and the distribution of Agency training publications within OTR; the obtaining or development of visual and audio aids and coordination with training personnel in the use of such devices; and the operation and maintenance of projection machines, visual aids and laboratory equipment.
2. The former statement of functions for this element included one for the instruction of instructors. This function is proposed for transfer to the Basic School. It is believed that the training of key personnel for the primary elements by a secondary element is a violation of good organizational practice. The concept of this Branch, as expressed in the revision of its functions, does not include primary responsibility for any training, other than on-the-job training of Branch personnel. It is recognized that any OTR employee may, from time to time, be requested to lecture or assist in lectures on subjects in which he may be particularly qualified.
3. Proposed internal structure of the Branch is as it was. Titles of certain elements are changed to more clearly identify their activity.
4. Library Services Section screens OTR orders for books and periodicals, places orders through the Agency library system, receives the shipments and catalogs the permanent and accountable items. Reference works for instructors and textbooks for student use are cataloged in the main OTR Library records and most of these are forwarded immediately on permanent loan basis to the element or instructor who placed the order. There was no evidence that these permanent loan accounts had been inventoried. The Librarian estimated that the following OTR elements, or individuals therein, had been provided reference and textbooks on permanent loan as follows - it was stated that an examination of the Library records would provide exact counts:

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Tab G-4 (2)

Field Training	3000 Volumes
Assessment and Evaluation Staff	750-1000 Volumes
Covert Training	300 Volumes
Language School	1500-2000 Volumes
Management Training	300-350 Volumes
Clerical Training	100-150 Volumes
Personnel	50-75 Volumes

This estimate, which covers only a portion of OTR, would indicate that somewhere between \$30,000 and \$60,000 worth of accountable Government property has been issued without the OTR element primarily responsible, in this instance the Library Services Section, having taken adequate steps to assure that the assets are still at hand.

5. The proposed Library Services T/O is increased by one position. This is not an increase in operating strength. The individual concerned has been working in the library for months on a mis-assignment, having been carried against a GS-12 Instructor position on the Basic Training Division T/O.
6. No changes are recommended in the Reproduction Section except an adjustment in the T/O to correct one mis-assignment.
7. The Chief of the Visual Aids Section (formerly Graphic Aids), by a reorganization of duties, voluntarily released one position, which has been added to the Audio Aids Section (formerly Photographic Aids).
8. The recommended T/O for the Audio Aids Section is increased by the position referred to above and reduced by the elimination of one operator position, formerly servicing the Language and External Training School laboratory.
9. It was stated that crash requests from training elements were a major cause of overtime in the Audio and Visual Aids Sections.
10. The centralizing of OTR reproduction equipment in this Branch has not been fully accomplished. During the survey an example of the work performed on one such machine located in a training element was noted. The reproduction was an organization chart which was so constructed as to distort facts. Such machines should be centralized in the Reproduction Section where their production may be controlled.

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Recommendations: It is recommended that:

1. The Chief, Instructional Services Branch, prepare for the Director's signature a standing OTR directive on the subject of book and periodical orders and accounting, to require:
  - a. That any order for books and periodicals for use by offices, individuals or classes, be approved by the appropriate School or Staff Chief.
  - b. That each School and Staff Chief immediately establish, in coordination with Library Services Section, adequate and uniform card records to account for any/all accountable publications issued to the School or Staff, or to individuals on the School or Staff T/O.
  - c. That Library Services, Chiefs of Staffs and Schools, and OTR personnel generally, cooperate in a survey and search to locate accountable publications now on the records of the OTR Library.
  - d. That Report of Survey procedures be instituted to clear OTR records of charges for those publications which can not be located.
  - e. That Library Services institute a verification system to assure, periodically, the location of all accountable publications.
2. Upon placement of the clerk/typist recommended herein for the Language School Laboratory, one Electronics Mechanic GS-7 be assigned to operate the laboratory.
3. Any evidence of the lack of pre-planning or unnecessary crash demands upon the Branch by training elements, especially if they result in overtime operation, be called to the attention of the Chief, Support Staff, for action.
4. Any reproduction equipment remaining in the Staffs and Schools be withdrawn and all OTR reproduction be processed through the Reproduction Section.